



# **2006 EMPLOYEE SATISFACTION SURVEY RESULTS**

Submitted to:

**Director Michael Branham**

and

**The ADJC Community**

Prepared by:

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## EXECUTIVE SUMMARY

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It is with great pleasure that the results of the 2006 ADJC Employee Satisfaction Survey (ESS) are presented. Employees from *all* ADJC work locations were invited to participate in the ESS during the last week of April. This report is based on 715 staff responses or 66% of the ADJC employee community.

The survey questionnaire contained 64 questions representing eight employee satisfaction scales. ADJC employees expressed different levels of satisfaction with each of the scales, and based on their expressed level of satisfaction, scales were rank ordered from most to least satisfied as follows:

1. Teamwork
2. Non-Discrimination
3. Job Actualization
4. Supervision
5. Working Conditions
6. Communication and Training
7. Organization Climate
8. Juvenile Treatment

In other words, ADJC employees were most satisfied with ADJC *Teamwork* and least satisfied with *Juvenile Treatment*. However, while *Juvenile Treatment* still ranked last among the eight scales, this single area saw the greatest improvement in overall employee satisfaction. Specifically, an average of 16% of employees expressed satisfaction with *Juvenile Treatment* in 2005 and 34% expressed satisfaction for *Juvenile Treatment* in 2006.

Overall, ADJC employees expressed greater satisfaction across all scales in 2006 than they did in 2005. In fact, employees expressed greater satisfaction for 97% of the survey questions. The single most improved rating regarding employee satisfaction was for the statement "The pay I receive is satisfactory for the work I do", which rose from 18% in 2005 to 30% in 2006.

## ACKNOWLEDGMENTS

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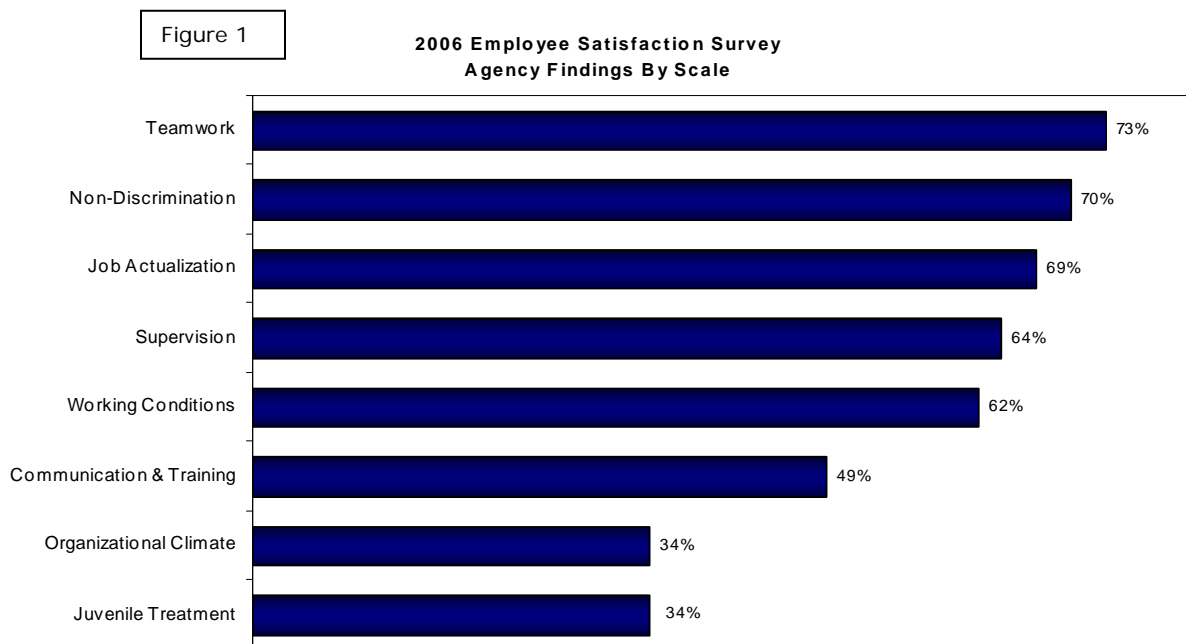
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## INTRODUCTION

In April of 2006, Research and Development (R&D) conducted the third annual Employee Satisfaction Survey (ESS). This report presents the results of the ESS and is divided into four sections. The first section provides a general overview of agency satisfaction while the next section discusses the results and compares the 2006 results to those obtained in 2005. The third section presents the methodologies used for this study and the final section consists of conclusions and recommendations for consideration. A technical appendix containing more detailed information regarding the 2006 ESS is available from R&D.



## OVERVIEW

Above, Figure 1 shows eight scales that were constructed from the 64 survey questions using Principle Component Analysis. As seen, the primary scales identified were *Teamwork*, *Non-Discrimination*, *Job Actualization*,

*Supervision, Working Conditions, Communication & Training, Organizational Climate, and Juvenile Treatment.* Figure 1 shows that ADJC employees were most satisfied with *Teamwork* and least satisfied with *Organizational Climate* and *Juvenile Treatment*. Seventy-three percent of staff expressed satisfaction with *Teamwork* while only 34% were satisfied with *Organizational Climate* and *Juvenile Treatment* at ADJC. On average, over half (55%) of survey participants expressed overall satisfaction with the agency increased by four percent over last year.

## RESULTS

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The following section summarizes the results from the questions asked of ADJC employees during the 2006 ESS. Category order is derived from the rank order of the scales.

### **TEAMWORK**

Among the eight ESS scales analyzed, employees were, on average, most satisfied with ADJC teamwork (73%), even more so than 2005 (67%). *Teamwork* consists of seven individual questions including, but not limited to, the importance of teamwork, getting along with co-workers, coworker respect, and receiving help from co-workers. Most (85%) of ADJC staff felt that teamwork was an important way to get work done within the agency and most (87%) felt that they usually got along well with their co-workers. Additionally, three-quarters (75%) felt that their co-workers respect their work and abilities and 74% felt that they could get help from co-workers if it was needed. Only 43% of staff, however, expressed that it was easy to get others to work together on group tasks. Written comments provided by employees contained minimal reference to direct teamwork. Comments which did target teamwork included "...teamwork does not exist in our area" and "Employees still disrespect each other..." as well as "I work for a great supervisor and team."

## **NON-DISCRIMINATION**

On average, 70% of staff were satisfied with efforts to eliminate racial discrimination and sexual harassment at ADJC. *Non-Discrimination* consists of two questions regarding (1) tolerance of discrimination and (2) sexual harassment by ADJC management. Almost three-quarters (73%) believed that ADJC management does not tolerate sexual harassment and 66% felt that ADJC management does not tolerate discrimination. Written comments such as "I have been forced to file a discrimination grievance against my supervisor" were rare.

## **JOB ACTUALIZATION**

This particular scale rose in rank order to the number three spot. On average, two-thirds (67%) of the employees felt they had achieved job actualization. This is up from 52% in 2005. *Job Actualization* consists of ten questions including enjoyment of work, accomplishment from the job, and the opportunity to learn new things on the job. The 2005 ESS found that 86% of the ADJC staff enjoyed their work, which is consistent with the 2006 findings. Currently, 84% of staff stated they enjoyed their work. Seventy-two percent felt an improved chance to make use of their abilities, up from 64% in 2005. Sixty-nine percent had a feeling of accomplishment from the job and 85% believed they had helped others. Written comments ask for a "...freedom to use our skills..." and characterized dissatisfaction as "...no future nor the opportunities to grow..."

## **SUPERVISION**

Two-thirds (68%) of employees said they were satisfied with the supervision they received on the job. While supervision ranked fourth this year, employee satisfaction with supervision is up from 60% in 2005 to 64% in 2006. *Supervision* consists of seven items including supervisor availability, employees' understanding of expectations, and deserved recognition. Overall, the 2005 and 2006 ESS data regarding supervision is similar on all

aspects of the scale with small improvements in areas such as one-on-ones (35% in 2005 to 40% in 2006) and staff awareness of supervisor expectations (71% in 2005 to 75% in 2006). The supervisions category received the smallest number of written comments perhaps suggesting that employees were, by and large, satisfied with their supervisors.

### **WORKING CONDITIONS**

While, on average, only 47% of the staff were satisfied with their working conditions in 2005, 62% expressed satisfaction with working conditions in 2006. *Working Conditions* consist of nine items including safety, back-up support, work schedule, and adequate equipment for job performance. Most (62%) staff believed that they had been issued the necessary equipment. Sixty-five percent of employees stated they felt safe at work. Perceived safety at work varied across institutions. For instance, seventy-five percent felt safe at EPS, 61% at BCS, 60% at CMS, and 51% at AMS. In 2005, 49% of staff felt they had the back-up support needed if things got difficult; however, in 2006 this number rose to 56%. Written comments regarding working conditions included:

- "My facility is inadequate in space and equipment"
- "School is not safe"
- "Switch shift workers to 12-hour shifts"
- "4-10's would be better"
- "...do away with the school title and move more towards corrections"
- "Discipline...staff who are constantly late..."

While some written comments stated concern for safety, the general tenor were relevant to working conditions addressing improvements in work schedules, equipment, and work-place philosophy.

### **COMMUNICATION AND TRAINING**

Communication and training ranks sixth and improved from 44% in 2005 to 49% in 2006. *Communication and Training* consists of seven questions including rule clarity, career path, and adequate training to improve job

skills. During both years, 64% of the employees felt that they were informed of agency goals and objectives. Two-thirds (63%) felt that agency rules were clear about what can and cannot be done on the job. Only 33% of employees, however, felt that ADJC provided a clear career path. Written comments indicated that employees received adequate information but were looking for more meaningful communication. "New staff need to have a mentor..." and "Lack of communication, employee appreciation, (*and*) lack of direction..." echo the need for more formal face-to-face dialogue that will connect the staff to the agency.

### **ORGANIZATIONAL CLIMATE**

Satisfaction with ADJC's organizational climate has doubled. Last year an average of only 16% of staff said they were satisfied with the organizational climate compared with this years' increase to 34%. Nevertheless, two-thirds (63%) expressed dissatisfaction or remained neutral on the subject of the ADJC organizational climate. This finding serves as an agency reminder to stay focused on culture change. *Organizational Climate* consists of ten items including pay and promotional fairness as well as staff perceptions of managements' value, care, and concern for its employees. While only 30% agreed that pay is satisfactory for work performed, this is the single most improved question over 2005, which found only an 18% satisfaction rate. Twenty-six percent of employees stated promotions are fair at ADJC. As for ADJC having fair and honest management, 35% agreed. Only 29% of employees felt that ADJC was an agency that values employees for the work they do. Written comments from employees are poignantly stated and included:

- "Treat line staff better, talk to them"
- "This agency does not value its employees or support them"
- "Promotions are unfair..."
- "...employees are not treated well and negative behavior is overlooked..."
- "I often feel undermined by institutional climate...and unsupported by administration"
- "Staff shortage is becoming critical"



## **JUVENILE TREATMENT**

While this scale remains last in rank order, on average, satisfaction with juvenile treatment at ADJC doubled from 16% in 2005 to 34% in 2006. *Juvenile Treatment* consists of six items including juvenile preparedness for the community upon release, juvenile accountability within facilities and on parole, and the fair treatment of juveniles within the facility. While 16% felt that juveniles were not treated fairly at ADJC, 30% remained neutral on the subject. Fifty percent believed that ADJC promotes productive juvenile citizenship and 50% believed that juveniles were held accountable for their behavior. Lack of juvenile accountability was the major theme of the written comments and included "Juveniles are not held accountable" and "There are not real consequences for youth misbehavior."

In comparing employee satisfaction in 2006 to that of 2005, ADJC achieved an improvement in *all* eight ESS scales. In fact, employees rated greater satisfaction with 62 of the 64 questions. Figure 2 on page 10 graphically displays the increased satisfaction across the last two years.

## **METHODOLOGY**

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The work of this project involved three broad activities: survey administration, data analysis, and report preparation.

The week of April 24th was set aside for the administration of the 2006 ESS. The 2006 questionnaire was the same questionnaire used during 2005. By utilizing the same questionnaire over time, ADJC gains valuable comparative data. Table 1 on page 10 and 11 presents the detailed results by individual question. Administration of the survey began by identifying, contacting, and confirming site-coordinators for each ADJC location. Site-coordinators enable this project to come to fruition. They were instrumental in distributing and collecting surveys throughout the agency in a manner consistent with local conditions. Additionally, the site-coordinators solicited

Figure 2

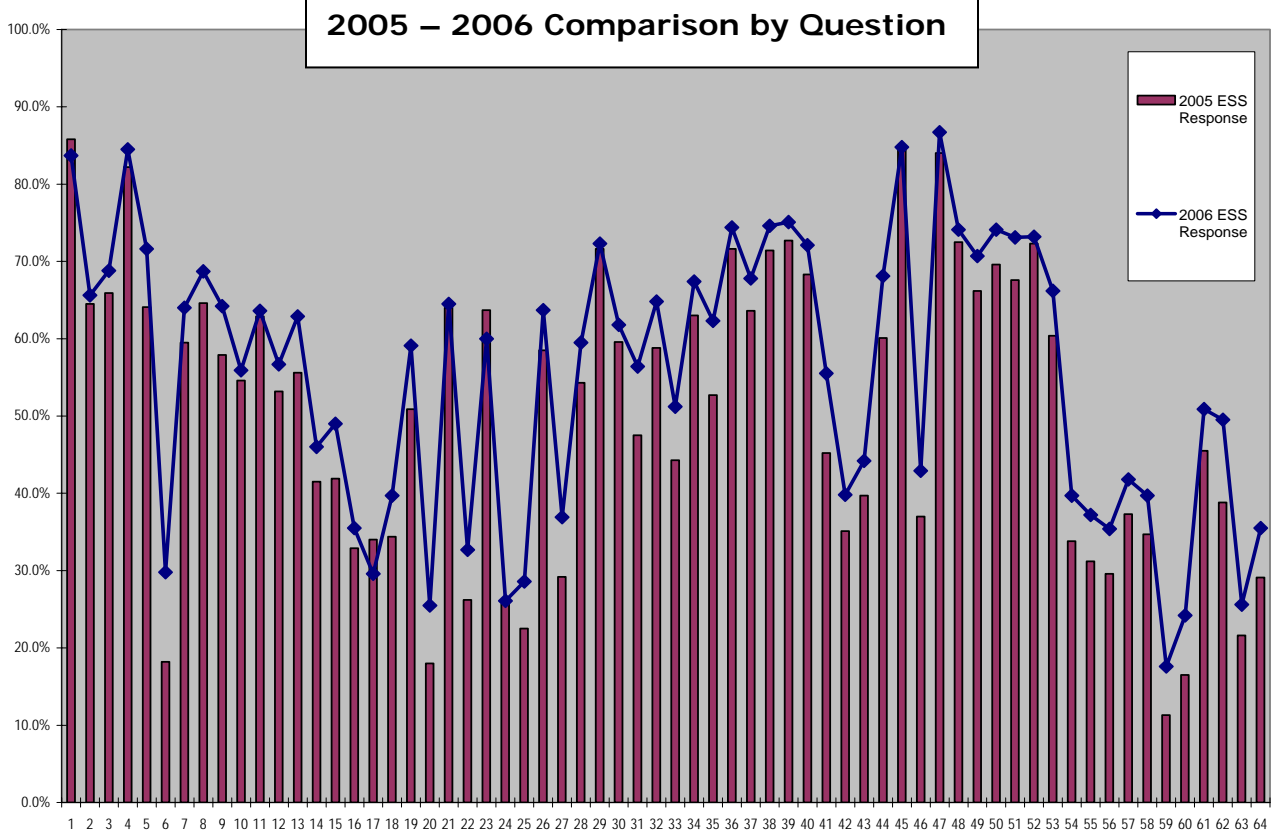


Table 1

Question	#	2005	2006	Diff.
Enjoy Work	1	85.8%	83.7%	-2.1%
Freedom to Use Judgment	2	64.5%	65.6%	1.1%
Feeling of Accomplishment	3	65.9%	68.8%	2.9%
Chance To Help Others	4	82.2%	84.5%	2.3%
Chance to Use Abilities	5	64.1%	71.6%	7.5%
Pay Satisfactory	6	18.2%	29.8%	11.6%
Employee Pride	7	59.5%	64.0%	4.5%
Working for ADJC Positive Move	8	64.6%	68.7%	4.1%
Overall Job Satisfaction	9	57.9%	64.2%	6.3%
Opportunity to do New Things	10	54.6%	55.9%	1.3%
Calm on Job	11	62.9%	63.6%	0.7%
Authority to Accomplish Work	12	53.2%	56.7%	3.5%
Agency Rules Clear	13	55.6%	62.9%	7.3%
Work Environment Allows Attentiveness	14	41.5%	46.0%	4.5%
ADJC Training Improves Job Skills	15	41.9%	49.0%	7.1%
Juvenile Treatment Goals Addressed	16	32.9%	35.5%	2.6%
Too Many Job Responsibilities	17	34.0%	29.6%	-4.4%
Education Opportunity	18	34.4%	39.7%	5.3%
Satisfied w/Job Characteristics	19	50.9%	59.1%	8.2%
Promotions Fair	20	18.0%	25.5%	7.5%
Informed of Agency Goals	21	64.0%	64.5%	0.5%

<b>Question</b>	<b>#</b>	<b>2005</b>	<b>2006</b>	<b>Diff.</b>
Clear Career Path	22	26.2%	32.7%	6.5%
Intranet Information Useful	23	63.7%	60.0%	-3.7%
Informed of Area Budget	24	25.7%	26.1%	0.4%
ADJC Values Employees	25	22.5%	28.6%	6.1%
Job Fits Agency Mission	26	58.5%	63.7%	5.2%
Overall Organization Satisfaction	27	29.2%	36.9%	7.7%
Work Conditions Safe	28	54.3%	59.5%	5.2%
Work Schedule Fair	29	71.6%	72.3%	0.7%
Sufficient Equipment	30	59.6%	61.8%	2.2%
Backup Support	31	47.5%	56.4%	8.9%
Feel Safe at Work	32	58.8%	64.8%	6.0%
Physical Facility Promotes Safety	33	44.3%	51.2%	6.9%
Reasonable Working Conditions	34	63.0%	67.4%	4.4%
Satisfied w/Working Conditions	35	52.7%	62.3%	9.6%
Supervisor Allows Judgment Calls	36	71.6%	74.4%	2.8%
Supervisor Asks for Ideas	37	63.6%	67.8%	4.2%
Expectations Clear from Supervisor	38	71.4%	74.6%	3.2%
Supervisor follows P&P	39	72.7%	75.1%	2.4%
Supervisor Provides Assistance	40	68.3%	72.1%	3.8%
Recognition Received From Supervisor	41	45.2%	55.5%	10.3%
Monthly Scheduled One on Ones	42	35.1%	39.8%	4.7%
PASE Input	43	39.7%	44.2%	4.5%
Overall Satisfaction w/Supervisor	44	60.1%	68.1%	8.0%
Teamwork important at ADJC	45	84.5%	84.8%	0.3%
Ease of Working Together	46	37.0%	42.9%	5.9%
Get Along w/Co-workers	47	84.0%	86.7%	2.7%
Co-worker Respect	48	72.5%	74.1%	1.6%
Feeling Like a Team	49	66.2%	70.7%	4.5%
Help From Co-workers	50	69.6%	74.1%	4.5%
Overall Satisfaction w/Co-workers	51	67.6%	73.1%	5.5%
Intolerance of Sexual Harassment	52	72.3%	73.2%	0.9%
Intolerance of Discrimination	53	60.4%	66.2%	5.8%
Management Open to Suggestions	54	33.8%	39.7%	5.9%
Management Shows Concern	55	31.2%	37.2%	6.0%
Management Fair	56	29.6%	35.4%	5.8%
Clear Sense of Agency Direction	57	37.3%	41.8%	4.5%
Overall Satisfaction w/Management	58	34.7%	39.7%	5.0%
Juveniles Leave Ready for Community	59	11.3%	17.6%	6.3%
Juvenile Accountability (Facility)	60	16.5%	24.2%	7.7%
Juveniles Treated Fairly	61	45.5%	50.9%	5.4%
Juveniles Becoming Productive	62	38.8%	49.5%	10.7%
Juvenile Accountability (Parole)	63	21.6%	25.6%	4.0%
Overall Satisfaction w/Juvenile Treatment	64	29.1%	35.5%	6.4%

employee participation in the survey and assured employees that their opinions were kept confidential. Surveys were delivered to site-coordinators the week prior to the desired survey administration date and

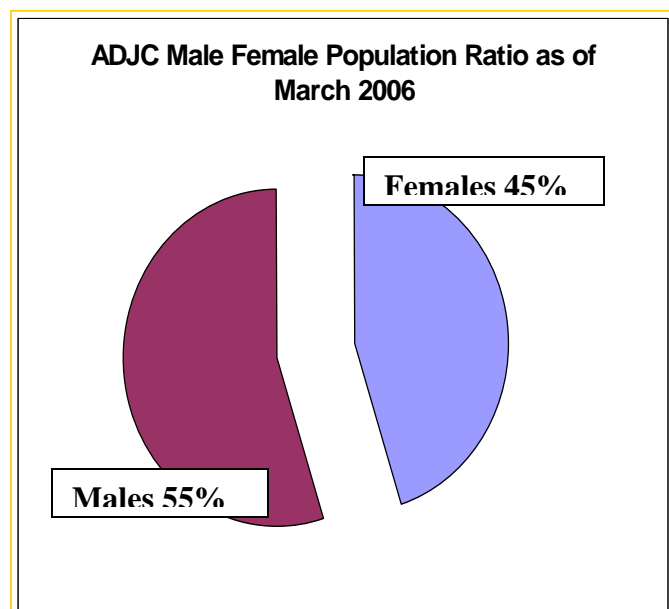
were collected the week following the administration of the survey. Interstate parole received their surveys by mail.

As for data analysis, 66% of agency staff chose to participate during this year's ESS as compared with last year's 64%. Location response rates are shown below (Table 2). Survey participants represented the same male-to-female ratio as found in the agency population (Figure 3) strengthening survey validity. The mean number-of-years of service among survey participants was six.

Table 2

Location	Response Rate 2006
AMS	57%
BCS	43%
CMS	51%
EPS	64%
Central Office	61%
Parole	66%
Unknown Location	16%
Agency Wide	66%

Figure 3



Further data analysis utilized SPSS to perform Principle Component Analysis. A Promax rotation was used to load the 64 survey questions into scales. The scales represent the eight categories discussed previously and matched the categories previously identified during the 2005 ESS. Scales are commonly used with survey results because they are helpful data reduction tools. Additionally, scales were used because it is difficult to create one question that adequately measures all facets of complex concepts. Descriptive statistics provided the frequency of distribution for each survey question.

Finally, a qualitative analysis of ESS comments was conducted. Qualitative analysis entails analyzing unstructured data, like written comments. Written comments from the 2006 ESS were coded by theme and location, which is useful in identifying patterns and categories. Once comments were sorted and typed in a thematic format, they were forwarded to Director Branham.

## CONCLUSIONS

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R&D proudly presents the results of the 2006 Employee Satisfaction Survey. Employees from *all* ADJC work locations were invited to participate in this survey. We received opinions from 715 or 66% of all ADJC employees. The questionnaire utilized for the ESS contained 64 questions that were statistically organized into eight scales. Based on the survey results we were able to rank (from most to least satisfied) the scales as follows:

1. Teamwork
2. Non-Discrimination
3. Job Actualization
4. Supervision
5. Working Conditions
6. Communications & Training
7. Organizational Climate
8. Juvenile Treatment

The highlight of this year's ESS was that ADJC employees expressed more satisfaction in 2006 than they did in 2005. In fact, employees expressed greater satisfaction in 2006 for 62 of the 64 survey questions. Furthermore, *Organizational Climate* and *Juvenile Treatment* improved greatly from last year. Both categories rose from an average of 16% to 34%. Additional potential improvement with employee satisfaction could be realized by focusing on the following items: holding juveniles and employees accountable for their behavior; examining promotional practices; improving lines of communication and bridging the disconnect employees feel between ADJC management (Central Office) and the perceived reality of institutional work. Employee disconnect was evident with comments concerning decision-

making processes and the perceived lack of genuine concern in management-employee relations. While correctional employees recognize the difficulties in implementing meaningful institutional solutions, opening lines of communication provide (1) employees a chance to voice concerns and (2) managers a chance to validate employee concerns.

There are a number of limitations to the findings associated with this report. First, responses are not representative of *all* ADJC employees. While we did obtain a 66% response rate, 36% of our employees declined to participate in the survey possibly creating a self-selection bias in the findings. Second, while the overall satisfaction level increased in 2006, the contributing factor(s) for the increase remains unknown. Reasons for the increase in satisfaction can, at least in part, be attributed to management initiatives. Other reasons affecting the increase in satisfaction may include the recent pay increase given to all state employees. Also, new employees bring fresh ideas and attitudes that may change the cultural make-up of the agency. Another factor that may contribute to satisfaction level is the high turnover found in the agency. Finally, employee satisfaction can fluctuate across work locations, therefore, overall agency findings may not represent specific work sites.